

SECRET

DD/S 71-2963

27 JUL 1971

MEMORANDUM FOR: Chief, Career Training Program

SUBJECT: Modification of Career Training Program

REFERENCE: Memo from C/CTP to CMO/DDG, dtd 29 Jun 71,
same subj

1. The proposal has been reviewed and discussed and the logic presented in paragraph 2 of reference regarding selection and slotting of Career Trainees (CTP) is certainly true. However, the "S" Career Service has no "parent" office such as other Support Directorate Career Services have and because of this factor it is unable to identify and develop an internal employee's career as you have recommended.

2. A few months ago Mr. Coffey and other senior members of the Support Career Service met informally with all Headquarters Support Careerists. During these informal discussions the subject of input into our Career Service was discussed. There were both internal and external Career Trainee officers in the group and a reaction of the entire 80 plus stressed the need that any Support Officer coming into the Career Service should have a "seasoning" in the various Support offices prior to assuming the role of a Generalist in an overseas position. With this experience factor the Support Career Service would prefer to tap the other Support offices for its main source of General Support Officers.

3. An analysis of our Support Officers certainly indicates that those who have come from the CT Program are certainly performing at a high level after a tour or two. We have been equally pleased with those internals who have been selected and placed in the Program and then become a part of the "S" Career Service. I believe that with the tightening of Support positions overseas as well as at Headquarters we must rely on those officers who have some know-how of the Support Directorate before assigning them to any Support position. These positions are usually GS-11 or above and placing an external CT in one of these may be of a disadvantage to him.

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4. I do not want to shut the door to the externals because I am sure there will be some whose excellent education and military experience would certainly be most welcome. For example, the Marine Captain with the Masters degree in Transportation, overseas experience with the military and a strong education background would fit well into the Support program.



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Career Management Officer
Deputy Director for Support

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CMO/DDS  pao (27 Jul 71)

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Modification of Career Training Program

FROM:

Chief, Career Training Program, OTR

EXTENSION

NO.

DATE

29 June 1971

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TO: (Officer designation, room number, and building)

DATE

RECEIVED

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OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Career Management Officer,
DDS
2E-45 Headquarters

W

Comments have also been requested from Deputy Director of Personnel for Recruitment and Placement; Chief, Junior Officer Affairs, DDP; Chief, Administrative Staff, DDI; and Executive Officer, DDS&T.

2.

3.

JCS

30 Jun 71

JMA

Comments, please

4.

5.

HC

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13.

14.

15.

3-4
I see nothing wrong with this as long as the internals are truly considered ^{CT's} the same as externals are. As you know everyone has been interested in whether or not certain employees are CT's. I wonder if the Career Services will really treat them equally. I imagine ceiling is going to determine how many internals an office will have. I don't see that this will affect the Support Career Service. We can go either way, internals or externals.

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29 June 1971

MEMORANDUM FOR: Career Management Officer, DDS

SUBJECT : Modification of Career Training Program

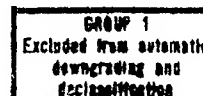
1. The number of qualified external applicants for the Career Training Program (CTP) has increased in recent months. And, current economic conditions plus other timely factors may, in the future, result in the Agency having even a larger number of applicants from which to select its relatively few Career Trainees. Accordingly, the Agency should consider capitalizing on the availability of applicants by selecting as many qualified externals for the CTP as possible.

2. Under current policies the CTP accepts both external candidates and selected internal employees. Since they are already Agency employees, internals are given preferential consideration. This has resulted in the last three CT classes being composed of about 50% internals. This means that the CTP has been selecting external applicants at a rate of only a year, or half of the authorized annual number of CT's. The logical conclusion, then, is that the Agency may be losing some very able external candidates because the Program is encumbered with the selection and slotting of internals, employees who are already committed to the Agency and have already had some of the relevant training available in the CTP. Perhaps, the careers of many of these internals can and should be developed directly by the employees' Career Services rather than by the CTP. Such a procedural change would free the CTP to concentrate on the selection, training and placement of externals, thereby insuring the recruitment of the maximum new talent possible under existing CTP personnel authorizations.

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3. Realizing, however, that some internals will have had a minimum of Agency training and would benefit from CTP interim on-the-job assignments and placement counseling, the additional proposal is made that the CTP Staff provide these services to a sizeable number of internals selected and slotted by the requesting

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SUBJECT: Modification of Career Training Program

Career Services. The CTP Staff could provide this supervisory guidance to ☐ internals a year. Internals enrolled in such a program would be referred to as Career Trainees, just as their external contemporaries are identified. Again, the differences would be that the CTP Staff would not select the internals nor would they be slotted and paid by the CTP; these would be the responsibilities of the employees' Career Services.

4. Attached is the approved CTP "Statement of Purpose and Plan of Operation" for your perusal. You will note that only a portion of paragraph III, A, 1, would be affected by approval of the modifications proposed in this memorandum. Deletion of the last part of the paragraph reading " . . . and outstanding junior personnel already on duty in the Agency" would solve this technical problem.

5. Your views about these modifications to the CTP will be very helpful to OTR in deciding the advisability of recommending such changes to top management. This is a matter of sufficient importance eventually to require the concurrence of the Deputy Directors and approval by the Executive Director-Comptroller. The target date for such action would be FY '73 or beginning with the July 1972 CT class. However, an early decision is necessary to enable the Office of Personnel Field Recruiters to plan for an increased input of applicants. Receipt of your comments by 15 July will be appreciated.

Chief, Career Training Program

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Att

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18 February 1970

The Career Training Program

Statement of Purpose and Plan of Operation

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I. Purpose

The Career Training Program has as its purpose the selection, training, and early career development of young professional officers who show unusual potential for outstanding service as Agency careerists. The Program seeks to select annually not more than ☐ candidates with broad interests and the potential for successful performance in several different categories of Agency endeavor. This Program is intended to supplement and not supplant, the Agency's direct hiring of professional specialists.

II. Management

A. Selection and Training of Career Trainees

Responsibility for the selection and training of Career Trainees is vested by the Director of Central Intelligence, through the Deputy Director for Support, in the Director of Training, who receives policy guidance from and consults with the Executive Director-Comptroller and the several Deputy Directors.

B. Assignments to Career Training Staff

The Deputy Directors are responsible for assigning to the Career Training Staff officers well-qualified to represent them in the tasks of selecting, evaluating, counseling, and developing the initial placement of junior careerists. Such assignments should be of a rotational nature.

C. Initial Placement and Early Career Development

1. It is the responsibility of the Career Training Staff to recommend initial placement of Career Trainees within the Directorates based on their background, training record, specific qualifications, results of interim assignments, and suitable openings.

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2. Actual placement of Career Trainees is the responsibility of the Directorate or Career Service officials following consultation with representatives of the Career Training Staff. The component reserves the right to determine the suitability of the trainee for career assignment and to accept or reject him accordingly.

3. The Directorate or Career Service is responsible for early career development of the trainee based on a general plan devised in consultation with the Career Training Staff at the time of assignment.

4. The assignment is not confirmed nor the trainee accepted into the Career Service until the component is satisfied about the suitability of the trainee and the appropriateness of the assignment.

III. Operation

A. Selection

1. Responsibility - Selection is made by the Career Training Staff of the Office of Training, in cooperation with the Office of Personnel, from among highly promising external applicants and outstanding junior personnel already on duty in the Agency.

2. Criteria - Primary emphasis is placed on personal characteristics, including intellectual ability and its effective use; previous achievement in academic, vocational and other endeavors; integrity; evidence of potential leadership; adaptability and versatility; motivation to national service and the intelligence profession; and a demonstrable interest and personal involvement in world affairs or public administration. In practice, it is normal for a candidate to have a bachelor's degree or its equivalent in related experience. Secondary emphasis is placed on educational specialization and an individual's immediate suitability for a particular job.

3. Candidate Sources - Criteria enumerated above are applied to internal and external candidates alike without pre-determined ratio, to assure only that candidates selected from either source are of exceptional caliber.

IV. Appointment Grades and Promotion Policy

A. The Program normally selects candidates at the GS-9 or -10 levels, depending on the candidates' qualifications. Those selected at these grades

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become eligible for promotion to the next higher grade approximately nine months after commencing formal training in the Program, subject to satisfactory performance. Thereafter, a Career Trainee will be promoted according to norms established by the particular Career Service into which he is accepted.

B. In cases of extraordinary qualifications, candidates may be selected at the GS-11 or -12 levels but no assurances can be given about eligibility for promotion beyond GS-12.

C. Promotions are not automatic; they must be earned through effective performance. Changes in a trainee's personal circumstances which serve to delay his training or career development also may affect his promotion eligibility.

D. The promotion policy in effect at the time each group of Career Trainees is selected will become no less favorable for that group so long as it is on the current roster of the Program.

E. The first Career Training Class to which the above promotion policy will apply is that of January 1971.

V. Training

A. Basic

All Career Trainees are enrolled in a basic training cycle designed to familiarize them with current and projected world problems; the role of the U. S. in world affairs and its international activities; the purpose and framework of intelligence functions; and the responsibilities and functions of the Central Intelligence Agency. Duration of this cycle normally will not exceed three months and may be shortened depending on evolution of content, teaching methods, and evaluation techniques. In this basic stage attention is given to identifying a student's interest in a specific line of work as well as determining his skills and aptitudes. This basic cycle currently is offered to Career Trainees exclusively, but in the longer run the Office of Training will attempt to assimilate Career Trainees and non-Career Trainees to the greatest extent possible.

B. Interim On-the-Job Assignments

1. An essential element of the Program is to extend trainee familiarization and appreciation of the variety of Agency functions and to stimulate career motivation. Consequently, upon successful completion of

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basic training, Career Trainees normally are placed on two successive interim assignments not to exceed three months' duration each. Such assignments, wherever feasible, should be in essentially different types of work, either in different Directorates or certainly in different components within the same Directorate. In some cases, TDY assignments overseas may be appropriate to the extent that they are neither premature, in terms of trainee qualifications, nor compromise purposeful career development.

2. Interim assignments are developed by the Career Training Staff, in consultation with component officials, to broaden and enhance a particular trainee's qualifications. In effecting these assignments, it is the Staff's responsibility to confer personally with an appropriate representative of the unit to which the trainee is assigned to acquaint him with the trainee's background, to discuss what each of them believes is achievable during the period of assignment in terms of the trainee's contribution to the work of the unit, and to provide a basis for familiarizing and evaluating the trainee during the period. Success in this depends upon the degree to which supervisors accept the responsibility to ensure experiences that have a positive impact on trainee motivation.

VI. Early Career Development

A. Determination of Career Direction

1. Upon the trainees' successful completion of the basic training cycle and interim assignments, a determination is made about the most appropriate career projection (Directorate) for each trainee. In making such determination, the Career Training Staff relies upon judgments of component representatives about their projected needs for junior officers and about a particular trainee's suitability as a result of their exposure to him during interim assignment. Also taken into account are the trainee's qualifications, training and interim assignment performance; psychological evaluation; and the trainee's preferences to the extent they are consistent with the Agency's needs and his own qualifications.

2. Specific preparation for such career then is begun by resort to advanced training or full-time on-the-job assignment in whichever sequence is appropriate to the particular case. The determination about a given trainee's career direction is not irrevocable but can be changed in the light of subsequent developments, particularly with regard to his performance in advanced training or initial assignment.

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B. Advanced Training

1. Advanced training is given to a particular trainee in accordance with the career direction which has been determined for him. It is designed to develop and improve skills for application in a major functional area of the Agency, intelligence collation, analysis and production; support functions; or other pertinent type of work. Agency training courses given as part of the Program at this stage of development range in duration from six weeks to six months depending on the type of preparation required.

2. Effort is made to enroll the trainee, whenever practicable, in advanced training at such time as he will be able to capitalize on it as soon as possible after its completion. In cases where the trainee may not receive such training before he is transferred from Career Training status to a functional Career Service, it becomes the responsibility of the operating component to which he is assigned to arrange such training at the appropriate time.

3. Additional training which is desired by an operating component but is not formally included in the Career Training Program, e.g., course work at outside institutions, language training, or other Office of Training courses, may be arranged in consultation with the Career Training Staff.

C. Initial Full-Time Assignment

1. Once the Career Trainee has successfully completed training sufficient to satisfy requirements for his being assigned on a full-time basis, the Career Training Staff notifies officials of the appropriate Career Service or Directorate of the trainee's availability and requests that he be considered for assignment which would best match the trainee's qualifications with the component's needs. It is the prerogative of the component to determine which assignment is most appropriate for a particular trainee.

2. An essential element in the effective implementation of the assignment, however, is the opportunity for personal consultation between the Career Trainee's Program Officer and his projected supervisor. The Program Officer is charged, first, with providing to the supervisor pertinent information about the trainee's background, performance to date, and personal characteristics. In addition, the Program Officer and supervisor together should devise a practicable short-term plan for the use and development of the trainee, including where feasible additional Agency and external training.

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D. Monitoring the Assignment

1. Once placed in his initial assignment, the trainee remains in Career Trainee status until appropriate officials in the operating component are satisfied that he is properly placed and eligible for transfer into the component's career service. Action to this end should be taken not later than one year following the assignment and can be accomplished earlier, if mutually agreeable. During this period both the supervisor and the trainee provide to the Career Training Staff periodic progress reports from which judgment may be made about the trainee's effectiveness and his suitability for career development in the component.

2. If experience during this period reveals unsatisfactory aspects to the assignment, corrective action may be undertaken. Such action can include remedial training, reassignment within the component, and return to the Career Training Program for reassignment or separation from the Agency, as appropriate.

3. Once the Career Trainee is accepted by a Career Service, the Career Training Program is provided for a period of three years with copies of personnel actions relating to the former trainee, copies of his Fitness Reports, and other information which can be used to evaluate and guide the Program's efforts to select, train, counsel, and assign new trainees. In addition, the Office of Training is authorized to solicit and receive feedback from former trainees, as well as from other students, to assess the validity of its training programs.

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19 July 1971

MEMORANDUM FOR: Chief, Career Training Program

SUBJECT : Modification of Career Training Program

REFERENCE : Your memorandum for Career Management
Officer, DDS, dated 29 June 1971,
subject as above

1. We believe that the proposed modifications to the existing Career Training Program procedures and terms of reference have merit. With the exception noted in Paragraph 2. below, we support fully the general changes outlined in the referent memorandum. I am sure it goes without saying that any change in the numbers of externally-selected applicants for the CTP would be in consonance with the needs of the various Agency components who use the CTP as one means of meeting their staffing requirements.

2. We question the advisability of limiting the selection of Career Trainees (i.e., those to be slotted on CTP rolls) to external applicants. I suspect that examination of the assignment records of internally-selected Career Trainees would show in a number of instances that the component (or Career Service) from which the Career Trainee was selected is not the component (or Career Service) to which he was permanently assigned following completion of his training under the CTP. To restrict the CTP to externally-selected applicants would curtail if not eliminate use of the Program as a means of further developing outstanding junior personnel who might be interested in and/or better suited for a different type of assignment. We suggest that there are benefits, both to the Agency and to the individual, to be derived from continuing the present option of selecting at least a few internal applicants for the CTP. Possibly as a general rule-of-thumb the CTP could limit its selection of internal applicants to a maximum of 20% (or 15 or 25% as judged appropriate) of each class. On this basis, internally-selected applicants would be those high-potential and promising employees who are interested in and judged to be more suited for work in a different career field.

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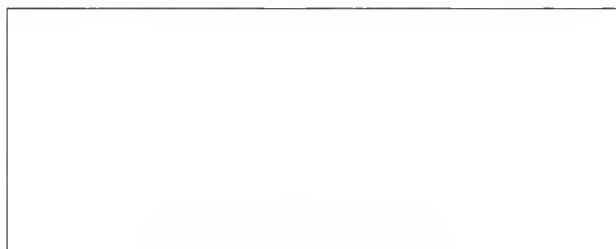
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3. With respect to use of CTP staff personnel assistance as outlined in Paragraph 3. of the referent memorandum, the SF Career Service would welcome the opportunity to avail itself of such services. We would estimate, however, that no more than one SF Careerist annually might be selected for training paralleling that provided to Career Trainees, and possibly non-finance interim on-the-job assignments.



Director of Finance

Distribution:

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DEY/pj (19 July 1971)

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CC-M71-474

19 JUL 1971

MEMORANDUM FOR: Chief, Career Training Program

SUBJECT : Modification of Career Training Program

REFERENCE : Memorandum from Chief, CTP
dtd 29 June 1971, Same Subject

1. We are of the opinion that the proposal to restrict (by regulation) entry to the CTP to external applicants would be detrimental to the interests of present employees. The CTP unquestionably gives the participant a "leg up" on his career and to deny this opportunity to employees who are presently qualified or may become qualified does not seem equitable. Moreover, it does not appear advisable to reduce the present flexibility of selection allowed by pertinent regulations. As we see it, there is nothing in the regulations which irrevocably establishes the 50/50 ratio of internal to externals. The CTP administrator has or could be given the authority to respond to fluctuating circumstances dictating variation of the ratio without being restricted by regulatory provisions. 25X1

2. The proposal that the CTP Staff provide equivalent training, counseling and assignments for ☐ internals per year (over and above the ☐ presently authorized) implies additional training capacity within the CTP Staff, and suggests that perhaps the authorization of spaces for the CTP could be increased. The proposal also presupposes the ability of an individual Career Service to carry a designated individual in a training status for up to 21 months with no assurance that the individual would be returned to his parent career service after the training. We doubt that the career services would be willing to accept such an arrangement. 25X1

3. We would endorse, however, in addition to the CTP as presently constituted, a separate course encompassing the three months basic training cycle of the CTP for those employees who have been selected for further development by their career services. The course would hopefully accommodate the enrollment of more than ☐ individuals per year and on completion, the employee would be returned to his parent career service for further training and assignment. Inauguration of such a course might also reduce the number of internal candidates applying for the CTP, thereby allowing more room for the recruitment of external candidates. 25X1


Director of Communications

Group 1 - Excluded from Automatic Downgrading and Declassification

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22 JUL 1971

MEMORANDUM FOR: Chief, Career Training Program


SUBJECT : Modification of Career Training Program

**REFERENCE : Memo to CMO/DDS dtd 29 June 1971 from
C/Career Training Program, same subject**

1. In compliance with reference, a review has been made of the proposed plan for the modification of the Career Training Program. Based on this review the Office of Security concurs in the proposal that all future internal career trainee candidates become the responsibility of the individual career services in connection with the selection, slotting and career management provided that the Security Career Service is not assigned an annual quota for providing OS internal career trainee candidates. Further, that the Security Career Service should be responsible for controlling the assignments of the OS internal trainee candidates including any interim on-the-job assignments to other components.

2. The proposal for the modification of the Career Training Program does not mention the criteria for the selection of internal career trainees by the career services. It is assumed, however, that it will be similar to that for external trainee candidates in order to maintain the present standards for the Career Training Program.

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for Howard J. Osborn
Director of Security

cc: CMO/DDS

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30 June 1971

H. G.

1. For the time being I can't see that it makes much difference how the CT Program gets its students insofar as the Support Service is concerned. I am not sure I agree that only external recruits should be given the full CT Program treatment. When I look at some of our present "S" officers who were recruited internally, I am satisfied we have put our money on good horses.

2. From our Monday informals with Jack, I think we established a clear preference for recruiting for the "S" Service from promising members of the several Support Career Services. I certainly feel that it is our best source and one which will initially give us the in-depth knowledge of the Support Directorate which an external CT must spend several years in acquiring.

3. You and I must be careful not to be too parochial in our expressions on this point since we are relative short-timers. But it seems to me the managers of the Support Career Service in the decade ahead and beyond that will find it more productive to draw from the several Support Services the young officers who in time will occupy the senior support positions. Perhaps that approach argues for the other Support Career Services to be

more interested in the production of externally recruited CTs to give them a thorough grounding in one of the Support disciplines before they are considered for lateral transfer to the "S" Service. I agree with you that our present 8's, 9's and 10's do not offer much of a stable for the proposal that the CTP Staff would provide interim on-the-job assignments and placement counseling on internals who would not be full members of the career training program.

4. I certainly have no problem with your sending memo to each of their panel members for their reactions.



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6 July 1971

MEMORANDUM FOR THE RECORD:

In discussing the attached proposed modification in the Career Training Program with [redacted] his comments were (1) that the idea of bringing in more externals was good and he strongly favored this approach; (2) that the Support Career Service reconsider bringing external CT's on board in addition to other Support Directorate Careerists. He believes we have too many GS-09 to GS-11 position requirements to continue bringing GS-12 and GS-13's on board. For instance, he can use one CT per year in his own shop or FBIS. For this requirement he believes an external GS-09 or GS-10 CT is highly desirable.

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21 July 1971

MEMORANDUM FOR: Chief, Career Training Program
SUBJECT : Modification of Career Training Program
REFERENCE : Your memorandum to CMO/DDS, dated 29
June 1971, same subject

1. Reference document has been reviewed by staff members of this office as requested.
2. Based on this review, the proposed modification of the Career Training Program will have no significant effect on OMS planning, processing or procedures.


Special Assistant to the
Director of Medical Services

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cc: CMO/DDS ✓

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